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Daniel Nathans, M.D.  
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Dear Dan:

I thought it about time I drop a note to you to tell you about some things relative to the Institute which are slightly more confidential than those reported by Joan Deazley in the "Grapevine" or by me in the Annual Report.

First, a few words about our asset, Hughes Aircraft. It is flourishing, and I can't think of a better description! Since it has had the privilege, as a privately-held concern, to take long-term initiatives and risks in many engineering problems, this almost unique situation is now paying off. Thus the Institute has never had more long-term stability and security. One result is that our "in-depth" reviews will be extended to a 4 to 5 year cycle instead of their present 3 years, so after the next go around, all will be 5 years. Also, instead of our annual Miami pilgrimage being the location of the reviews, they will be "on site" for the Investigators and Senior Investigators. The Associate Investigators will vary between 3 and 5 years, some on site and some as previously in Miami, especially those on their own budgets. It is obvious that full-site visits for some of the Associate Investigators is economically and time-wise cumbersome.

Secondly, you may have heard that the Institute is considering new locations as well as expanding at some of its present affiliations. This is true, and is the result of a number of meetings of the Medical Advisory Board and outside consultants. Also, a fourth program, Neuroscience, has been added to our previous three; Genetics, Immunology and Metabolic Regulation. Discussions are now underway in Boston, Baltimore, New York and San Francisco concerning manpower and space for neuroscience. The negotiations in New York, with Columbia College of Physicians and Surgeons and the Presbyterian Medical Center involve Eric Kandel, Jimmie Schwartz and Richard Axel and are sufficiently far along to be considered almost complete. Those at the other three locations are still in the early stages.



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Although the attendance lists for all three of these are at capacity, we can squeeze in Institute Investigators (and Associate Investigators) should they be eager to attend, providing not too many want to, in which case I have a problem! Anyway, let me know if you want to attend so I can speak to the workshop convenor as well as cajoling Joan Deazley to add more individuals to the list and to get hotel space, etc.

Another point is again under much discussion - namely, outside (mainly NIH) funding to our Investigators. It is the feeling of the Executive Committee that the Institute assume more of the overall funding, especially the RO-1s to our Investigators, leaving alone, the center grants, PO-1s, Training Grants, etc., since these are by and large more collaborative with the University or Hospital. As the Institute makes more stable and long-term commitments, the concern over keeping a finger in the NIH pie should diminish, and many will appreciate the relief of not having to pound out the competing renewals, etc. Again, we will discuss this further on our fall visits.

Finally, speaking for the Officers and Boards, and for myself, especially as I go through and file the submitted manuscripts, it is an exciting time in biomedical science and HHMI is certainly on center stage in much of the activity.

Have a fine Summer.

Sincerely yours,



George F. Cahill, Jr., M.D.  
Director of Research

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\*\*\*\* A REMINDER: Ken Wright and I will be in Baltimore on Thursday, September 1st to go over with you the 1984 budget.